

## Financial Management

### Series:

**GS-0501 – Financial Administration  
and Program**

**GS-0505 – Financial Management**

**GS-0510 – Accounting**

**GS-0511 – Auditing**

**GS-0560 – Budget Analysis**

These career series cover positions that perform fiscal, financial management, accounting, auditing, or budgetary duties in an employee, supervisory, or managerial capacity. Positions may involve work related to one or more of the following functional areas:

**Accounting** – Accountants advise on or administer, supervise, or perform professional accounting analysis that requires application of accounting theories, concepts, principles, and standards as they relate to the Department’s financial activities. The work includes:

- Designing, developing, operating, modifying, or analyzing financial systems
- Prescribing and implementing accounting policies, guidance, and requirements
- Implementing financial standards
- Preparing, examining, analyzing, presenting, and interpreting financial data, records, reports and financial statements

- Measuring revenues; matching revenues and expenses by applying methodologies, such as accrual accounting and depreciation
- Defining and measuring costs by application of methodologies, such as standard, process, job-order and activity-based costing
- Designing, implementing, and assessing management/internal control processes and systems
- Advising or assisting management on accounting and financial management matters
- Responding to the financial information needs of the Congress and the Central Agencies (Office of Management and Budget – OMB, Office of Personnel Management – OPM, Department of the Treasury, and The General Accounting Office – GAO)

**Auditing** – Auditors apply professional accounting and auditing knowledge, standards and principles. The work includes:

- Advising, supervising, or performing work consisting of a systematic examination and appraisal of financial records, financial and management reports, management/internal controls, policies and practices affecting or reflecting the financial condition and operating results of an activity
- Analyzing work related to developing and executing audit policies and programs

- Conducting performance audits and making recommendations to improve a DoS organization, program, activity or function
- Conducting activities related to the detection and prevention of fraud, waste, and abuse

**Budgeting** – Budget Analysts perform, advise on, or supervise work in any of the phases of budget administration by applying budget-related and appropriations law, regulations, policies, precedents, methods and techniques. The work includes:

- Budget formulation – Preparing detailed analyses and cost and fee estimates of annual funding needs for one or more future budget years for the Department or bureau
- Budget presentation/enactment – Presenting and justifying budgets to Department officials, the OMB and Congressional appropriations committees. (OMB presents the agency budgets to the President who transmits the President's budget to Congress. Congress enacts legislation enabling programs and authorizing annual appropriations for the Department and the other federal agencies.)
- Budget execution – Controlling the obligation and expenditure of funds apportioned by OMB or the Department and assuring that obligations incurred and resulting expenditures of funds are

in accordance with existing laws and regulations

- Providing expert advice to program and financial management officials of the Department or bureaus
- Integrating budget, strategic and performances plans

**Financial Management** – This work involves accounting, budgeting, and management- financial reporting functions for the Department, a DoS bureau or organizational segment . It includes:

- Managing/supervising financial staff services
- Controlling the financial resources of the organization
- Managing, analyzing, and reporting on financial data
- Developing and implementing financial policies, procedures, strategies, management/ internal controls and other systems
- Assisting senior management in decision making, goal development, and overall management activities
- Improving financial performance

Please note that the OPM qualification standards for GS-0510 Accountants and GS-0511 Auditors impose a positive educational requirement for all positions in those series. Qualified applicants must possess a degree in accounting or related field such as business administration,

finance or public administration that included or was supplemented by 24 semester hours in accounting/auditing. The 24 hours may include up to 6 hours in business law. Applicants may also qualify based on a combination of education and experience. For more information, contact your Bureau Personnel Officer. This training continuum does not eliminate those educational requirements.

The Department employs financial management professionals in nearly all functional and regional bureaus. Most positions are located in the Washington, D.C. area or in the Charleston Financial Service Center.

## Technical Competencies

The Department's subject matter experts have identified the following specific technical competencies to assist employees and managers in determining competency levels and staff development needs.

**Accounting** – Demonstrates and applies knowledge of Generally Accepted Accounting Principles (GAAP), Federal accounting standards, concepts and principles, appropriations law, Federal financial statements and reports, DoS accounting policies, systems and procedures, internal/ management controls. In addition, demonstrates and applies knowledge of Department budget formulation and execution operations and processes, as well as the obligation and expenditure of funds for assigned

programs. This requires a knowledge and understanding of both financial management and accounting principles and practices.

**Analytical Skills** – Demonstrates the ability to acquire and analyze financial data, narratives, and documents, discern relationships between numbers and trends, and communicate the results to a diverse audience including internal and external customers. Demonstrates the ability to use basic techniques of budget, financial, economic, cost-benefit, organizational and performance effectiveness analyses.

**Auditing** – Demonstrates professional knowledge of and skill in applying, accounting, auditing, and program evaluation concepts, principles, methods and techniques as defined and explained in the Government Auditing Standards (The Yellow Book).

**Budgeting** – Demonstrates a knowledge of federal, Congressional and DoS budgeting and Federal Appropriations Law, principles, processes and procedures, including Department systems for the administrative control of resources, fund allocation and fund control, financial information management, program objectives, reimbursable authorities/ agreements, and funding and financial reports. Shows the ability to apply knowledge to formulate, present and execute budgets.

**Business Knowledge** – Displays a knowledge of the role and impact of external organizations such as the Office of Management and Budget (OMB), Office of Personnel Management (OPM), Department of the Treasury, the General Accounting Office (GAO), General Services Administration (GSA), the Cost Accounting Standards Board (CASB), the Federal Accounting Standards Advisory Board (FASAB), and the Congress.

**Communication** – Demonstrates the ability to advocate positions, communicate information and present ideas both orally and in writing to internal and external groups.

**Computer Literacy** – Skilled in performing essential computer functions including office automation as well as Department or bureau specific systems related to financial management such as the Central Financial Management System (CFMS), the Regional Financial Management System (RFMS), the Central Resource Management System (CRMS), etc.

**Financial Management** – Demonstrates the ability to identify problems, provide leadership and identify creative and innovative solutions to complex financial, budget and program issues. Also demonstrates the ability to assess risk and implement appropriate internal/management control systems for program improvement; to use principles, methods, techniques and systems of financial management to improve operations, program effectiveness and customer service.

**Financial Systems** – Demonstrates the ability to identify, design and implement functional and technical requirements for complex financial system components and to establish and maintain integrated financial management information systems. Positions require a wide range of knowledge of software, systems design concepts, systems architecture, computer security and/or specialized systems such as acquisition, inventory, managerial cost accounting, human resources, payroll, property management, travel, etc.

#### **Laws, Regulations, and Other Guidance**

– Demonstrates the ability to understand, interpret and apply public laws, principles of federal appropriations law, Executive Orders, The Treasury Financial Manual, the Foreign Affairs Manual (FAM), the Foreign Affairs Handbook (FAH), OMB circulars and bulletins, Comptroller General Decisions, and other guidance applicable to financial management.

For an in-depth discussion of core competencies for financial management personnel, visit the Joint Financial Management Improvement Program (JFMIP) website at <http://www.jfmip.gov>.

For a discussion of core competencies for auditors, see the Government Auditing Standards (The Yellow Book) available on the GAO website at <http://www.gao.gov>.

## Financial Management: Basic Level

At the basic level, you will learn and apply fundamental policies and procedures to perform introductory and routine financial management activities. You will acquire and apply knowledge of the basic principles and methods of your specific

functional area obtained through classroom and on-the-job training or through performing entry level work or entry level developmental assignments. In addition, your training and development will focus on acquiring basic leadership, interpersonal, communication, and information technology skills.

	Recommended Courses	Suggested Courses
<b>Basic Level</b>	<p><b>Orientation</b></p> <p>PN125 Orientation for Civil Service Employees (for new State Department employees)</p> <p>PS800 Cyber Security Awareness (distance learning; required to use OpenNet Plus)</p> <p><b>Financial Management</b></p> <p><b>FSI</b></p> <p>PA137 Management Controls Workshop or</p> <p>PA164 Management Controls Workbook (self-study)</p> <p>PA150 CFMS System Overview and Orientation</p> <p>PA215 Principles of Appropriation Law</p> <p><b>Graduate School - U.S. Department of Agriculture, Management Concepts, Inc. (MCI), U.S. Treasury Department Center for Applied Financial Management (T)</b></p> <p>Introduction to Financial Management (USDA) or Federal Financial Management Overview (MCI) or Bridging the GAAP (T)</p> <p>Budget Execution (USDA or MCI) or</p> <p>Introduction to Federal Budgeting (USDA) or The Federal Budget Process (MCI) or</p> <p>Introduction to Federal Budgeting (USDA self-study)</p> <p>Introduction to Federal Accounting (USDA) or Fundamental Accounting Procedures in</p>	<p><b>Financial Management</b></p> <p>Select from the following depending on specialization and work location:</p> <p><b>FSI</b></p> <p>PA151 CFMS Budget Execution (BE)</p> <p>PA153 CFMS Requisition Documents (RQ)</p> <p>PA154 CFMS Miscellaneous Obligations</p> <p>PA155 CFMS Travel Orders (TO)</p> <p>PA178 Becoming a Contracting Officer's Representative or</p> <p>PA296 How to Be a Contracting Officer Representative (distance learning)</p> <p>PA375 ILMS Ariba Requester (distance learning)</p> <p><b>Graduate School USDA (USDA), Management Concepts, Inc. (MCI), U.S. Treasury Department Center for Applied Financial Management (T)</b></p> <p>Budget Formulation (USDA or MCI)</p> <p>Government Standard General Ledger (USDA) or U.S. Standard General Ledger (MCI) or SGL: Basic (T)</p> <p>Federal Accounting Standards (USDA)</p> <p>Accrual World (T)</p> <p>The Prompt Payment Act and Voucher Examination (MCI)</p> <p>The Integrity Act: Overview of Internal</p>

	Recommended Courses	Suggested Courses
<b>Basic Level</b>	<p>Federal Agencies (MCI) or Basic Accounting Concepts (T) or Dollars and Sense: Making Sense of Treasury's Central Accounting Requirements (T) or Accounting for Non-Accountants (USDA) or Introduction to Federal Accounting (USDA self-study) Automated Financial System Basics (MCI)</p> <p><b>Communication/Interpersonal*</b> PA143 Customer Service Training PK240 Effective Speaking and Listening Skills</p> <p><b>Leadership and Management**</b> PT129 Team Building</p> <p><b>Information Technology*</b> PS218 OpenNet Plus and the Internet PS432 MS Word 2003 Level One PS470 MS Excel 2003 Level One PS498 Intro to Outlook 2003</p> <p><b>Recommended Rotational Assignments</b></p> <p>Select from among the following depending on focus:</p> <p>Bureau Budget Office</p>	<p>Control Guidance (MCI) Budgeting and Accounting (MCI) Auditing: What Every Non-Auditor Needs To Know (MCI) Basic Statistics (USDA) or Statistics Made Simple (MCI) or Practical Statistics (USDA self-study) Introduction to Government Contracting (USDA) or Contracting Basics for Administrative Personnel (USDA)</p> <p><b>Graduate School USDA Government Audit Training Institute (USDA), Inspector's General Auditor Training Institute (IGATI)</b></p> <p>Fundamentals of Government Auditing Series (USDA) or Introductory Auditor Training (IGATI) Federal Financial Auditing I (IGATI) Written Communication for Auditors (USDA or IGATI) Making Effective Audit Presentations (IGATI) Interviewing Techniques for Auditors (USDA) Practical Statistical Sampling for Auditors (USDA) Prevention and Detection of Fraud (USDA)</p> <p>College or University Training: Courses in area of specialization</p> <p><b>Communication/Interpersonal*</b> PK143 Proofreading PK146 Job Savvy: Skills for Workplace Success PK159 Drafting Correspondence</p> <p><b>Leadership and Management**</b> PT251 Productively Managing Stress</p> <p><b>Information Technology*</b> PS450 MS Access 2003 Level One</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p> <p><b>Suggested Developmental Activities</b></p> <p>Read your Bureau Performance Plan</p> <p>Read professional journals, magazines, and newsletters such as <i>Public Administration Review</i>, <i>Public Budgeting and Finance Journal</i>, <i>Internal Auditor</i>, <i>Journal of</i></p>

	Recommended Courses	Suggested Courses
<b>Basic Level</b>	<p>RM/BP – Office of Budget and Planning Divisions</p> <p>RM/F/DFS – Fiscal Operations Office</p> <p>RM/F/DFS – Compensation and Pension Office</p> <p>Assignment length varies according to needs</p>	<p><i>Government Financial Management, Journal of Accountancy, CFO Magazine, Information Systems Audit and Control Magazine, American Association for Budget and Program Newsletter, JFMIP Newsletter, Foreign Affairs, Foreign Policy</i></p> <p>Visit the Career Development Resource Center Shadow a mid-level financial management professional for a few days</p> <p>Read laws, regulations, and other guidance applicable to your functional area (e.g. FAM, FAH, Federal Appropriations Law, Executive Orders, OMB Circulars and Bulletins, Comptroller General Decisions, The Yellow Book, The Treasury Financial Manual)</p> <p>Visit the Career Development Resource Center</p> <p>As time permits:</p> <p>Attend workshops in the local area on professionally relevant topics</p> <p>Participate in activities of professional, non-profit societies and associations (See attached list of professional associations)</p> <p>Visit websites of professional associations (See attached list of professional associations)</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts in other federal agencies/organizations</p>

\*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>.

\*\*\* Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.



## Financial Management: Mid-Level

At the mid-level, you will perform progressively more difficult work in your functional area and demonstrate proficiencies as a fully functional and experienced financial management professional. You will take intermediate and advanced technical

courses that will aid you in resolving complex issues.

Your training will also focus on increasing your information technology skills. Since you may advance to a team leader or supervisory position, courses to continue to develop your leadership, management, communication and interpersonal skills are essential.

	Recommended Courses	Suggested Courses
<b>Mid-Level</b>  (See also courses at earlier levels if not yet taken)	<b>Financial Management FSI</b> PA160 Domestic Administrative Officers Seminar PA215 Principles of Appropriation Law  <b>Graduate School USDA (USDA), Management Concepts, Inc. (MCI), U.S. Treasury Department Center for Applied Financial Management (T)</b>  Federal Appropriations Law Update (USDA) or Appropriations Law Refresher and Update (MCI) or Appropriations Law Refresher (T) Budget Formulation (USDA or MCI)	<b>Financial Management FSI</b> PA173 Contracting Officer Representative Update PA204 Congressional Relations PA211 Budget & Financial Management PA245 ICASS Executive Seminar PA361 ILMS Ariba Approver (distance learning) PA374 ILMS Ariba Budget and Financial (distance learning)  <b>Graduate School USDA (USDA), Management Concepts, Inc. (MCI), U.S. Treasury Department Center for Applied Financial Management (T)</b>  Select from the following depending on specialization and work location:  FACTS I/ Form and Content Statements (T) FACTS II/The Next Reporting System (T) or FACTS II (MCI) The IPAC Course (T) SGL: Upward and Downward Adjustments (T) SGL: Trial Balances and Crosswalks (T) SGL: Advanced (T) Survey of Federal Accounting Concepts and Standards (T) Results to Improve Financial Statements (T) or CFO Reporting: Preparing Federal Financial Statements (MCI) Activity-Based Costing (USDA) or Activity-Based Cost Management (MCI) or Managerial Cost Accounting (MCI) or



	Recommended Courses	Suggested Courses
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>		<p>Fundamentals of Managerial Costing in Government (T)  Financial Process Improvement (T) or  Process Improvement Techniques Workshop (MCI)  The Integrity Act: Management Accountability and Control (MCI)  Program and Budget Analysis Using Microsoft Excel (MCI)  Budget Analysis Workshop (USDA)  Budget Justification and Presentation (USDA) or  Writing Effective Budget Justifications (MCI)  Working Capital Funds (USDA)  Performance Management and Budgeting (USDA) or  Performance Based Budgeting (MCI)  Performance Measurement Workshop (MCI)  Tools for Improving Performance: Analytical Techniques (MCI)  Cost-Benefit Analysis Workshop (USDA) or  Cost-Benefit Analysis for Managers (MCI) or  Data Collection and Analysis (USDA)</p> <p><b>Graduate School USDA – Government Audit Training Institute (USDA), Inspector’s General Auditor Training Institute (IGATI)</b></p> <p>Intermediate Auditor Training (IGATI)  The Government Audit: From Planning to Reporting (USDA)  Internal Control Reviews in Financial Statements Audits (USDA)  Program Results Evaluation Methods (USDA)  The New Auditor-in-Charge (IGATI)  Federal Financial Auditing II and III (IGATI)  Making Effective Audit Presentations (IGATI)  Audit Report Team Writing (IGATI)</p> <p>College or University Training: Courses in area of specialization</p> <p><b>FasTrac Distance Learning Project Management Courses</b></p> <p>SkillSoft  Professional Project Management  Professional Project Management Fundamentals*  Project Procurement Planning*  Project Scope Management*  Project Cost Management*  Project Human Resource Management*</p>

	Recommended Courses	Suggested Courses
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>	<p><b>Communication/Interpersonal*</b></p> <p>PA123 Managing Customer Service PK241 Writing Effective Letters and Memos</p> <p><b>Graduate School, US Department of Agriculture (USDA)</b></p> <p>Briefing Techniques or Speaking with Confidence</p> <p><b>Leadership and Management**</b></p> <p>PK245 Basic Leadership Skills** PK246 Employee Relations or PT107 EEO/Diversity Awareness for Managers and Supervisors PT215 Team Leadership Workshop PT216 Seven Habits of Highly Effective People PT253 Negotiation Skills For Managers</p> <p><b>Information Technology*</b></p> <p>PS280 Introduction to MS Project 2000 PS433 MS Word 2003 Level Two PS440 MS PowerPoint 2003 Level One PS471 MS Excel 2003 Level Two</p>	<p>Project Quality Management* Project Communication Management* Project Integration Management* Project Risk Management*</p> <p>* PMBOK 2000 aligned – courses for PMI certification</p> <p>NetG Project Management Essentials Series Project Management Series Advanced Project Management Series Project Leadership Series</p> <p><b>Communication/Interpersonal*</b></p> <p>PD520 Visual Aid Basics</p> <p><b>Graduate School, US Department of Agriculture (USDA)</b></p> <p>Clear Writing Through Critical Thinking Writing for Results</p> <p><b>Leadership and Management**</b></p> <p>PT205 Performance Management Seminar PT206 Managing Change PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving PT214 Managing Conflict Productively PT217 Running Effective Meetings Workshop PT218 Leading A Diverse Workforce PT252 Managing Up: Working Effectively With Your Manager</p> <p><b>Information Technology*</b></p> <p>PS441 MS PowerPoint 2003 Level Two PS451 MS Access 2003 Level Two PS418 Web Development Fundamentals</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p>

	Recommended Courses	Suggested Courses
	<p><b>Recommended Rotational Assignments</b></p> <p>Select from among the following depending on focus:</p> <p>RM – Chief Financial Officer’s Office</p> <p>RM/SPP – Strategic Performance Planning</p> <p>RM/FPRA – Financial Policy, Reports and Analysis</p> <p>RM/F/DFS – Domestic Financial Oversight and Coordination Office</p> <p>RM/F/DFS – Domestic Financial Systems Support Office</p> <p>RM/ICASS – Office of International Cooperative Administrative Support</p> <p>Bureau Budget Office</p> <p>RM/BP – Office of Budget and Planning Divisions</p> <p>RM/F/IFS/FSC - Financial Service Center (Charleston, S.C.)</p> <p>OIG/AUD/FM – Financial Management Division</p> <p>U.S. Embassy</p> <p>OMB – U.S. Office of Management and Budget</p> <p>GAO – U.S. General Accounting Office</p> <p>Congressional or White House Budget Office</p> <p>Assignment length varies according to needs</p>	<p><b>Suggested Developmental Activities</b></p> <p>Read your Bureau Performance Plan and The Department’s Strategic Plan</p> <p>Attend an annual professional conference (See attached list of professional associations)</p> <p>Read professional journals, magazines, and newsletters such as <i>Public Administration Review</i>, <i>Public Budgeting and Finance Journal</i>, <i>Internal Auditor</i>, <i>Journal of Government Financial Management</i>, <i>Journal of Accountancy</i>, <i>CFO Magazine</i>, <i>Information Systems Audit and Control Magazine</i>, <i>American Association for Budget and Program Newsletter</i>, <i>JFMIP Newsletter</i>, <i>Foreign Affairs</i>, <i>Foreign Policy</i></p> <p>Shadow a senior level financial management professional for a few days</p> <p>Shadow a senior manager for a few days</p> <p>Seek a professional certification such as a Certified Public Accountant (CPA), Certified Government Financial Manager (CGFM), Certified Management Accountant, Certified Internal Auditor, Certified Fraud Examiner, Certified Information Systems Auditor.</p> <p>Seek a professional certificate such as the USDA Certificate of Accomplishment in Financial Management, Accounting, or Federal Government Accounting Procedures.</p> <p>Read laws, regulations, and other guidance applicable to your functional area (e.g. FAM, FAH, Federal Appropriations Law, Executive Orders, OMB Circulars and Bulletins, Comptroller General Decisions, The Yellow Book, The Treasury Financial Manual</p> <p>Assist with a Secretarial, Presidential, or First Lady visit to a foreign country</p> <p>Attend OMB/Congressional budget hearings</p>
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>		

	Recommended Courses	Suggested Courses
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>		<p>Visit the Career Development Resource Center</p> <p>Apply for a Career Development Program such as the USDA Executive Leadership Program for Mid-Level Employees or a Congressional Fellowship****</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar****</p> <p>Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate****</p> <p>As time permits:</p> <p>Attend workshops on professionally relevant topics</p> <p>Participate in activities of professional, non-profit societies and associations (See attached list of professional associations)</p> <p>Visit websites of professional associations (See attached list of professional associations)</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts in other federal agencies/organizations</p>

\*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PK245, Basic Leadership Skills, is a mandatory course for GS-13 employees.

\*\*\* Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

\*\*\*\* More information follows after this section on *Training for Specific Series and Job Functions*

## Financial Management: Senior Level

At the senior level, you will apply your professional knowledge and skills in your functional area to perform difficult, complex assignments in financial management involving interrelationships between

and among programs, multiple organizations, systems, functions, policies and issues. You will provide expert information and advice to top management in the bureaus or Department. Your training and development will focus primarily on advanced technical, leadership, management, and communication skills.

	Recommended Courses	Suggested Courses
<b>Senior Level</b>  (See also courses at earlier levels if not yet taken)	<b>Financial Management</b>  Graduate School USDA (USDA), Management Concepts, Inc. (MCI), U.S. Treasury Department Center for Applied Financial Management (T)  Federal Appropriations Law Update (USDA) or Appropriations Law Refresher and Update (MCI) or Appropriations Law Refresher (T)	<b>Financial Management</b> Select from the following depending on specialization and work location  <b>Graduate School USDA (USDA), Management Concepts, Inc. (MCI), U.S. Treasury Department Center for Applied Financial Management (T)</b>  Financial Management Problem Solving (MCI) Financial Management in Business Operations in Government (MCI) Financial Statement Analysis for Managerial Decision Making (MCI) Statements of Budgetary Resources and Financing (T) Performance Planning and Execution (T) Cost Management in Government (T) Advanced Budget Analysis Workshop (USDA) Advanced Budget Simulation (MCI) Capital Programming and Budgeting (MCI)  <b>Graduate School USDA – Government Audit Training Institute (USDA)</b>  Inspector's General Auditor Training Institute (IGATI) Planning and Management Skills for Audit Leadership (USDA) Effective Audit Supervision (USDA) Audit Consulting and Advisory Services (USDA) Reviewing Audit Reports (USDA) Enhanced Testimonial and Briefing Skills for Executives (IGATI)
	<b>Communication/Interpersonal*</b>	<b>Communication/Interpersonal</b> PY126 Speechwriting and Presentation Skills

	Recommended Courses	Suggested Courses
<b>Senior Level</b>  (See also courses at earlier levels if not yet taken)	<p><b>Graduate School, US Department of Agriculture (USDA)</b> Advanced Briefing Techniques</p> <p><b>Leadership and Management**</b>            PT133 Senior Executive Threshold Seminar **            PT207 Intermediate Leadership Skills**            PT210 Advanced Leadership Skills**            PT213 Starting Right: A Seminar for Program Directors            PT221 Four Roles of Leadership            PT224 Influence By Design</p> <p><b>For GS-15 and above</b>            PT300 Leader as Facilitator            PT301 Appearing Effective in the Media            PT302 Testifying Before Congress            PT303 Crisis Leadership            PT304 Deputy Assistant Secretary as Leader            PT305 Executive as Coach and Mentor</p> <p><b>Information Technology*</b> Courses not taken at the mid-level as desired</p> <p><b>Recommended Rotational Assignments</b></p> <p>Select from among the following depending on focus:</p> <p>RM – Chief Financial Officer's Office</p> <p>OMB – U.S. Office of Management and Budget</p> <p>GAO – U.S. General Accounting Office</p> <p>Congressional or White House Budget Office</p> <p>Other Foreign Affairs Agency</p> <p>Non-Profit Organization (e.g. NGO)</p> <p>Private Sector</p> <p>Assignment length varies according to needs</p>	<p><b>Leadership and Management**</b>            PD529 Strategic Planning and Performance Measurement (distance learning)            PT209 Executive Overview to Managing State Projects            PT218 Leading In A Diverse Workforce</p> <p><b>General Services Administration (GSA) STAR</b>            (Strategic and Tactical Advocates for IT Results) - A one-week residential seminar focusing on program and project management, leadership, security, technology, government and capital planning.</p> <p><b>Information Technology*</b> Courses not taken at the mid-level as desired</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p> <p><b>Suggested Developmental Activities</b></p> <p>Volunteer for a Departmental Task Force</p> <p>Attend an annual professional conference (See attached list of professional associations)</p> <p>Apply for a Career Development Program such as the USDA Executive Potential Program, a Congressional Fellowship, or the Council for Excellence in Government Fellows Program***</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar***</p> <p>Apply for the Civil Service to Foreign Service Hard-to Fill Program, a TDY, or excursion tour to an overseas embassy or consulate***</p>

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\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PT207, Intermediate Leadership Skills, is a mandatory course for GS-14 employees. PT210, Advanced Leadership Skills, is a mandatory course for GS-15 employees. PT133 Senior Executive Threshold Seminar is a mandatory course for new Senior Executive Service (SES) employees.

\*\*\* More information follows after this section on *Training for Specific Series and Job Functions*



## List of Professional Associations

The following is a list of professional organizations that provide training courses, workshops, conferences, and/or publications of interest to employees in this series. This list is not meant to be all-inclusive nor is it an endorsement of any of the organizations.

We encourage you to browse the websites below and take advantage of the opportunities they provide to develop new skills or enhance current skills

Acronym	Organization	Website
AAA	American Accounting Association	<a href="http://www.rutgers.edu/raw/aaa">www.rutgers.edu/raw/aaa</a>
AABPA	American Association of Budget and Program Analysis	<a href="http://www.aabpa.org">www.aabpa.org</a>
AICPA	American Institute for Certified Public Accountants	<a href="http://www.aicpa.org">www.aicpa.org</a>
ASPA	American Society of Public Administration	<a href="http://www.aspanet.org">www.aspanet.org</a>
AGA	Association of Government Accountants	<a href="http://www.agacgfm.org">www.agacgfm.org</a>
ABFM	Association on Budgeting and Financial Management	<a href="http://www.abfm.org">www.abfm.org</a>
IIA	Institute of Internal Auditors	<a href="http://www.theiia.org">www.theiia.org</a>
IMA	Institute of Management Accountants	<a href="http://www.imanet.org">www.imanet.org</a>
NASACT	National Association of State Auditors, Comptrollers and Treasurers	<a href="http://www.nasact.org">www.nasact.org</a>